

***City Council
Special Meeting
2018 Workplan Development
Agenda***

Friday, January 19, 2018

**Louisville Public Library
951 Spruce Street
Meeting Room, 1st Floor
12:00 PM to 2:00 PM**

11:45 AM - 12:00 PM LUNCH SERVED

12:00 - 12:15 PM CALL TO ORDER AND APPROVAL OF AGENDA
• Introductions and Approach

12:15 – 12:30 PM REVIEW 2017 WORKPLAN
• Accomplishments & Further Work

**12:30 - 1:45 PM 2018 DRAFT WORK PLAN: DISCUSS POTENTIAL
TOP PRIORITIES, RANKING &
TIMING/SCHEDULE**
• Discussion/Q&A on Potential Top Priorities,
Ranking, Amount of Time and General Schedule
for Each Issue

1:45 – 2:00 PM REVIEW DECISIONS, DIRECTION & ACTION
• Recap and Confirm Actions to Promote
Effectiveness and Agreed on Priorities

2:00 PM ADJOURN

SUBJECT: 2018 CITY COUNCIL WORK PLAN

DATE: JANUARY 19, 2018

**PRESENTED BY: HEATHER BALSER, CITY MANAGER
EMILY HOGAN, ASSISTANT TO THE CITY MANAGER**

SUMMARY:

The purpose of City Council's annual work plan discussion is to establish a realistic work plan for the year that reflects City Council's highest priorities, the approximate meeting time Council will devote to each issue, and a rough schedule (by quarter) when Council will consider each issue. To help achieve this goal, the retreat will be facilitated by June Ramos (J Ramos Associates, LLC). This packet includes three key documents to help inform and guide discussion and action during the meeting:

- 1. City Programs, Goals, Sub-Programs and Objectives.** This is a summary table listing the City's 10 programs and goals, sub-programs and objectives for each program. Council adopted these goals and objectives as part of the City's 2017-2018 biennial budget. They are an important strategic guide to help focus attention on Council's top priorities. These documents are a reference should Council need to resolve questions about priorities.
- 2. 2017 Council Work Plan and Status Report.** This document summarizes Council's top priorities for 2017 and provides a status update for each item. The agenda for the meeting includes 15 minutes for staff to briefly review this summary and respond to any questions Council may have.
- 3. 2018 Draft Work Plan and Draft Schedule.** This is a list of the top priorities recommended by staff for Council to work on in 2018, based on the City programs, goals, sub-programs and objectives, the 2018 budget, key performance indicators and other adopted plans. It also includes staff's estimate of the approx. meeting time Council would devote to each issue and the proposed quarter during which Council would consider the issue. This list has been refined and consolidated based on feedback and given a draft ranking of high, medium and low. Staff plans to complete all the items in 2018, the ranking is simply to recognize the focus and urgency around some issues. Staff is seeking direction from Council on the list of issues, ranking, estimated meeting time and draft schedule. The agenda for the meeting includes 1 hour and 30 minutes for staff to review this list and respond to any questions Council may have and for Ms. Ramos to facilitate the discussion.

FISCAL IMPACT

Dependent on new/unexpected 2018 work plan items.

SUBJECT: 2018 CITY COUNCIL WORK PLAN

DATE: JANUARY 19, 2018

PAGE 2 OF 2

RECOMMENDATION

Staff recommends that Council review the 2018 staff recommended work plan and draft schedule, confirm or revise the list of issues Council plans to work on in 2018 along with a priority of high, medium and low, confirm the estimate of how much time to spend on each and when during the year to consider those issues.

ATTACHMENT(S):

1. City Programs, Goals, Sub-Programs and Objectives
2. 2017 Summary of Work Plan Items and Status Report
3. 2018 Draft Work Plan Items
4. 2018 Draft Work Plan Schedule

City of Louisville Programs, Goals and Sub-Programs

Programs	Goals	Sub-Programs	Sub-Program Objectives
Transportation	A safe, well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.	Planning and Engineering	Design infrastructure to adopted standards that meets the transportation needs of the City. Collaborate with partner agencies (RTD, CDOT) to ensure residents have adequate multimodal transportation options. Proactively redesign the street network as regulations and technology change our transportation needs over time.
		Transportation Infrastructure Maintenance	Conserve natural resources by maintaining streets cost-effectively before they reach a point of rapid failure. To ensure a high quality of life and to provide services equitably, no street will be in poor condition. Streets and intersections are monitored, maintained, and adequately lit to move people, bikes and cars safely and efficiently. All arterial and collector streets have marked bicycle lanes. All streets have well maintained sidewalks.
		Streetscapes	Safe, visually appealing, appropriately lit and inviting streets, sidewalks and publicly-owned areas adjacent to streets and sidewalks.
		Snow & Ice Removal	Safe traveling conditions for pedestrians and motorists; cost effective snow and ice control services; assist Police, Fire and Emergency Medical Services in fulfilling their duties; safe, passable streets, school bus routes and hard surface trails; safe access to City facilities; and snow cleared within 24 hours from sidewalks that are the City's responsibility.
		Public Works Administration	
Utilities	Ensure safe, reliable, great tasting water; properly treated wastewater; effective stormwater control; successfully managed solid waste; and competitive prices for all services.	Water	Consistently provide safe and great tasting water, routinely testing quality for compliance with State and Federal Standards. Operate and maintain facilities efficiently, allowing for reasonable and equitable rates while maintaining optimal quality.
		Wastewater	Protect public health and the environment by collecting and treating wastewater in compliance with Federal, State, and Local laws.
		Stormwater	Maintain our storm water system to protect Coal Creek specifically and the natural and built environment generally. Proactively reduce pollutants in the water by educating the public, sweeping the streets, maintaining an efficient & effective storm water system and leveraging intergovernmental partnerships.
		Solid Waste, Recycling and Composting	Enable residents to dispose of their solid waste in a convenient, environmentally responsible, cost effective manner.
Public Safety & Justice	Police and other City staff working with the community to help ensure safety; satisfy residents' expectations that individuals observe the City's Municipal Code and State Law; and the justice system is fair, effective and efficient.	Patrol and Investigation	Maintain community safety and a low crime rate through community engagement, effective patrol and efficient response times. Emphasize prevention-oriented police services by engaging community groups in effective partnerships.
		Code Enforcement	Judiciously enforce the municipal code; including parking, junked vehicles, uncontrolled weeds, and stray dogs. Work with residents and the business community to achieve compliance with City ordinances. Emphasize education and voluntary compliance over punitive enforcement through the Courtesy Notice program.
		Municipal Court	Maintain accurate permanent records of citations and payments, administer fair and competent hearings, treat all citizens fairly and equally.
		Police Department Building Maintenance	

City of Louisville Programs, Goals and Sub-Programs			
Programs	Goals	Sub-Programs	Sub-Program Objectives
Parks	Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs.	Parks	Well maintained, popular parks and facilities that provide multiple outdoor opportunities for residents of and visitors to Louisville to enjoy.
		Cemetery	Provide a suitable final resting place that meets community needs.
Open Space & Trails	Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.	Acquisition	Maintain an up to date list of high-priority candidate parcels for acquisition. Contact each property owner and, based on the owner's expressed interests, determine the most effective strategy for voluntary acquisition of or easement on each candidate parcel. Maintain contact with each property owner consistent with their expressed interests. Voluntarily acquire candidate parcels at a price that reflects the current market value for comparable property (considering all development restrictions, size, location, existing development, and other relevant factors). Maintain funding for acquisition consistent with adopted Council policy.
		Maintenance and Management	Manage the City's Open Space properties in a manner consistent with good stewardship and sound ecological principles that benefits citizens of Louisville by promoting native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.
		Education and Outreach	To inform and educate residents and visitors about the City's diverse Open Space properties and the many benefits associated with these lands. To involve residents and visitors in activities that encourage understanding and stewardship of these lands.
		Trail Maintenance	Maintain all trails to a satisfactory level to encourage recreation and to enable safe walking, running and bike riding around Louisville.
		New Trails	Construct the highest priority new trails and trail connections to enhance the trail system in a manner consistent with City Council adopted plans.
Recreation	Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people all ages, interests and ability levels.	Youth Activities	Provide programs which stimulate physical, social, and cognitive skills for the youth of Louisville. Encourage community responsibility through volunteer service that supports the well-being of the community. Provide an individualized learning environment in which each child may grow and learn at their own pace.
		Adult Activities	Encourage physical activity, intellectual stimulation, and social well-being by offering adult sports leagues, adult educational programs, and other events.
		Senior Activities and Services	Encourage physical activity, intellectual stimulation, and social well-being through programs and services for persons 60 and older.
		Aquatics	Provide comprehensive aquatics programming that meets the needs of the community through highly accessible, enjoyable, and varied opportunities for learning and recreation. Offer a safe, responsive and welcoming aquatics environment that promotes the health and well-being of residents and visitors.
		Recreation Center Management	
		Athletic Field Maintenance	
		Recreation Center Building Maintenance	

City of Louisville Programs, Goals and Sub-Programs			
Programs	Goals	Sub-Programs	Sub-Program Objectives
		Golf Course	Provide an enjoyable, yet challenging course for residents and visitors of all skill levels. Attract and retain golfers by offering competitive rates and amenities, continuous maintenance and professional management. Operate as an Enterprise by generating sufficient revenue to cover operations, debt service and capital replacement.
Cultural Services	Provide services, facilities and activities that inform, involve, engage and inspire the community and preserve the community heritage.	Library Services	Provide information and technology to all members of the community, with assistance from an approachable, knowledgeable staff. Foster lifelong learning by delivering wide-ranging, hands-on learning activities and programs to all ages. Practice and reinforce the skills needed for reading readiness with young children so that they are poised to be successful learners when they enter school.
		Museum Services	Promote, collect, preserve, and interpret the history of Louisville, with emphasis on the coal mining period from 1877-1955. Make historical artifacts and documents accessible both physically and virtually. Educate children and adults about Louisville's past through programs, displays, and publications.
		Cultural Arts & Special Events	High-quality, diverse community-wide special events, public art, cultural arts programming for residents of and visitors to Louisville. Provide facilities for community cultural arts programming.
Community Design	Sustain an inclusive, family-friendly community with a small-town atmosphere; effective and efficient building services; and effective preservation of the City's historic structures through a voluntary system.	Community Design	A well-connected and safe community that is easy for all people to walk, bike, or drive in. Neighborhoods that are rated highly by residents and thriving commercial areas. An open and inclusive long-range planning process with significant public participation.
		Development Review	Review development applications and enforce the building, zoning and subdivision laws of the city to promote public health, safety, comfort, convenience, prosperity, general welfare and consumer protection.
		Historic Preservation	Provide incentives to preserve the historic character of old town to encourage the promotion and preservation of Louisville's history and cultural heritage. Provide incentives and processes to preserve historic buildings.
Economic Prosperity	Promote a thriving business climate that provides job opportunities, facilitates investment and produces reliable revenue to support City services.	Business Retention and Development	Maintain positive business relationships throughout the community and assist property owners, brokers, and companies in finding locations and/ or constructing new buildings in the City. Attract and retain a diverse mix of businesses that provide good employment opportunities for Louisville residents.

City of Louisville Programs, Goals and Sub-Programs			
Programs	Goals	Sub-Programs	Sub-Program Objectives
Administration & Support Services	Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration and support.	Governance & Administration	Governance based on thorough understanding of the community's diverse interests executed through clear and effective policy direction. Administration that supports informed policy making, ensures the City has the financial capacity to sustain Council adopted levels of service, monitors and manages service delivery to maintain effectiveness and efficiency, and promotes a healthy organizational culture.
		Public Information & Involvement	Easy and timely access to all relevant information about City programs and services. Processes that give anyone interested opportunities to get involved and influence decision making.
		City Clerk/Public Records	Provide efficient and transparent processes for residents to access public documents and notice of public hearings/events. Transparent, consistent and responsive management of the licensing authority and special events permits.
		Legal Support	Effective, cost efficient and responsive legal advice for City Council, Management, and Staff in legal matters pertaining to their official powers and duties. Represent the City in all legal proceedings, finalize all legal documents for the City.
		Human Resources & Organizational Development	Be an employer of choice, with low employee turnover and high morale. Attract and retain highly qualified and dedicated employees by providing competitive compensation and benefits, effective employee training, and ongoing career and professional development opportunities. Maintain a positive work environment through regular position classification and review, workforce planning, salary administration and employee relations. Maintain a safe workplace through employee safety training.
		Finance, Accounting & Tax Administration	Efficiently and effectively provide all financial and accounting services as required by the City, including all accounting and financial reporting. Maintain financial policies and internal controls to ensure organizational compliance with laws and regulations. Ensure accurate and timely budget development, implementation, and monitoring. Provide long-term financial planning, debt administration, cash and investment management, cash disbursements, cash receipts, and front counter operations.
		Information Technology	Maintain a secure and connected network ensuring all users have appropriate technological resources to effectively perform their jobs. Provide outstanding internal customer service to efficiently resolve employee help desk issues.
		Sustainability	Use environmental, economic, and human resources to meet present and future needs without compromising the ecosystems on which we depend. Actively pursue energy efficient upgrades to realize cost savings and reduce environmental impacts.
		Facilities Maintenance	
		Fleet Maintenance	

City Council 2017 Work Program
Description of Items

Transportation Program			Status as of 12/31/17
1	Paving – repair/reconstruction. Maintain as #1 Priority	Council agreed the City’s street network should have an average Pavement Condition Index (PCI) of at least 75, with no street lower than a PCI of 35, that staff has discretion to determine which streets to resurface each year in discussion with the City Council, and the budget for streets should include an inflation factor to ensure there is sufficient funding in future years. Based on an independent consultant’s report (IMS), and including concrete replacement and contingency, the City should budget \$3.5 million annually over the next five years to achieve an average PCI rating of 75 and reduce the backlog to 3.3% or less. The City’s 2017-2021 Capital Infrastructure Plan (CIP) and operating budget for paving includes \$3.6 million to \$4.1 million annually for each year through 2021.	2017 work complete. 2018 work to be bid in accordance with 2017-2021 plan. Additional streets (Front, Short, Lee & Spruce) were also paved outside of original plan through synergies with other projects. Infrastructure Management Services (IMS) City-wide survey to be completed in Fall 2018 for updated Pavement Condition Index (PCI) inventory and scores. Staff will review new surface treatments in other communities to continue to identify optimal treatments.
2	TOD Station last mile issue	Council asked staff to research and presents analysis and options to improve Transit Oriented development (TOD) First and Last Mile opportunities for improving connectivity to and from McCaslin Station.	Complete. Planning staff presented a summary of current/future projects at a Council study session and outlined processes for determining what future improvements should take place, namely through the upcoming Transportation Master Plan in 2018.
3	South Boulder Road Connectivity Study	Staff will review the results of the Council approved study of underpass and other connectivity options, including underpasses at Main Street and Via Appia/Cottonwood Park, which are recommended for consideration by the South Boulder Road Small Area Plan.	Pending. Staff applied for grant and is awaiting feedback. Staff will be rebidding study in 1 st quarter of 2018 to continue progress. No right turn signs were installed to improve pedestrian crosswalk safety. Staff continues to monitor the new installations and will make adjustments as necessary.
4	New Colorado Technology	Council asked for an update on CTC Metro District conversations,	Pending. Staff discussed the CTC

City Council 2017 Work Program
Description of Items

	Center (CTC) connection and transit service	timelines, funding sources and other issues related to design and construction of a connection from 96 th St to S. Arthur Ave. in CTC to promote access and transit.	connector with RTD and determined it is not a requirement for the CTC route. Staff is working with partners and CTC on a new bus route. Staff is also working with CTC on the design for new signals at 104 th & Hwy 42 and 104 th & Dillon. Signals are targeted to be installed with CTC funds in 2018.
Utilities Program			
5	Undergrounding powerlines fund discussion/priorities	The City's franchise agreement with Xcel requires Xcel to budget/allocate 1% of the preceding year's electric gross revenues for undergrounding existing overhead facilities. Currently about \$2.3M is available, and that amount increases by about \$260K each year. Staff will present segment options, costs, and other info and ask for Council direction on priorities.	Complete. Utility Committee reviewed and gave direction on recommended projects, which will be submitted as Capital Improvement Requests during the 19/20 budget process.
6	Solid Waste, Contract, HOAs, Commercial	Discussion on high level aspects of next Single Hauler Waste RFP and whether to implement new regulations for currently non-participating HOAs, Commercial, and Multifamily Recycling/Compost.	Pending. Initial overview presentation was provided to Council in March 2017. Outreach performed with Western Disposal to better understand non-City operated solid waste statistics in Louisville. Next steps discussion is scheduled for Utility Committee in January 2018 and Council in February 2018.
7	Utility Rate Setting	Set Water, Wastewater, and Stormwater Rates for 2017-2018 based on Utility Committee review and recommendation.	Pending. Staff has had multiple work sessions with Utility Committee in 2017 to review rate models, set rate strategy and discuss the Capital Improvements Program (CIP). Staff will present proposed rates for Council consideration in 1 st quarter of 2018.

City Council 2017 Work Program
Description of Items

8	Tap Fee Clarification for Old Town	Based on Utility Committee discussion and direction, staff will present for full Council consideration proposed Ordinance changes to clarify tap fee provisions applicable to historical lots in Old Town.	Complete. Staff provided multiple discussions and presentation at Utility Committee. Utility Committee recommended no further action or changes be made based upon information and recommendations provided by staff.
Public Safety and Justice Program			
9	Police Department Master Plan/Compensation and Benefits	Based on Council direction in 2016 on the draft plan, staff will present the final Master Plan, which will include proposed Compensation and Benefits and Total Compensation (including pension benefits) comparison with comparable cities to maintain effective retention and recruitment.	Complete. Added the City of Boulder to Louisville's comparable cities, offered Fire & Police Pension Association (FPPA) to sworn officers & majority were not interested.
10	Noise Ordinance	In 2016 Council asked for new noise rules based on decibel level and zoning.	Complete. City Council decided to take no action of proposed changes.
Parks Program			
11	Integrated Weed Management Plan (IWMP)	Council asked the PPLAB and OSAB to review the 2009 adopted IWMP and make recommendations on updates or revisions.	Complete.
Open Space and Trails Program			
12	Open Space Zoning	The City Charter requires Council to determine whether vacant land owned by the City shall be designated and zoned as open space. To further progress on satisfying this requirement, this year staff is working to complete annexation and title research on Coyote Run Open Space. Coyote Run contains 7 contributing developments and ten separate parcels, and as a result involves significant research. Additionally, staff will also ask Council to consider zoning amendments for the Davidson Mesa and Damyanovich open space properties. These two properties have been zoned open space, but due to the U.S. 36 improvements, and CDOT's threat of condemnation, the City was required to transfer ownership of small portions of both properties to CDOT. Those small portions must be rezoned to reflect the CDOT ownership and use as ROW.	Completed those planned for 2017. Continue to zone a number of properties in 2018.
13	Walkway Maintenance &	Staff is compiling information (legal ownership, dedication	Pending. Continued into 2018.

City Council 2017 Work Program
Description of Items

	Management	provisions, current conditions, maintenance requirements) on the numerous walkways located throughout the City. To resolve issues associated with access to and maintenance of public walkways, staff will ask Council to consider options and recommendations concerning public access and maintenance responsibility.	
14	Sources and uses of Open Space Funding	Council asked for discussion/direction on allocation of Open Space & Parks Fund (OSPF) and Open Space and Parks levels of service. Current levels of on-going service for Open Space and Parks exceed OSPF revenues and will require continuing General Fund transfers, or new funding, to maintain current levels of service, not including acquisitions and capital projects.	Complete. Finance Committee reviewed and Council adopted new policy for 2018.
15	Open Space Advisory Board (OSAB) – Acquisition List/Criteria/Plan	Council asked for review and OSAB recommendations on acquisition priorities, criteria for ranking, and strategies for communicating with land owners.	Complete. OSAB held study session with Council.
Recreation Program			
16	Recreation and Senior Center Expansion and Memory Square Pool Improvements	With the passage of a \$28.6M bond election, staff is working with the design team on improvements and expansion of the Recreation and Senior Center and Memory Square Swimming Pool. On January 26 we had two open houses, and plan additional open houses and updates tentatively scheduled for March, May and July. On March 21, the design team will give Council an update and request consideration of an award of a preconstruction services contract for the expansion and improvement program. In August, the design team anticipates asking for Council consideration of an award of contract and notice to proceed for construction services.	Pending. Under construction.
17	Golf Strategic Plan	Council asked that a sub-committee of the former GCAB working on a CCGC Strategic Plan share their recommendations with Council	Complete.
18	Golf Course financials/operations results	Ongoing monitoring of the Golf Course operating results and ability to operate as Enterprise Fund.	Pending. To be completed in 2018.
19	Consideration of Recreation Board Role/Duties	Council asked for discussion/direction on whether to create a new Advisory Board and/or combine existing Golf and Parks	Complete. New Recreation Advisory Board will begin meeting in January

**City Council 2017 Work Program
Description of Items**

		Boards.	2018.
Cultural Services Program			
20	Museum Campus/capital plan further analysis and implementation	Council requested consideration of the results of the campus planning project. Staff will discuss results of the community survey regarding support for Visitors' Center/Historical Museum expansion, and action plan for the project.	Complete. City hired consultant to complete conceptual plan for potential visitor center. Explore funding options in 2018 and possible polling in coordination with other tax proposals.
21	Historic Preservation Tax Extension ballot measure	Unless voters approve an extension, the City's Historic Preservation Tax will expire on December 31, 2018. Council has asked staff to prepare for Council consideration a measure asking voters to extend the tax. This will involve discussion/direction on 5/2 to consider recommendations from the Historic Preservation Commission, then 1 st and 2 nd reading of a proposed Ordinance on June 6 th and July 5 th respectively.	Complete. Voters approved measure and extended Historic Preservation Tax.
22	Public Art Policy	Based on Council's discussion of the Cultural Arts Master Plan, staff will present a proposed public art policy to address acquisition, display, deaccession, maintenance, preservation, right-of-way, and related issues for public art. The draft policy will be based on best practices intended to allow/encourage public art placement.	Pending. Staff presented options at Council study session in November 2017 and will bring back the final recommendation in early 2018.
Community Design Program			
23	McCaslin Small Area Plan	McCaslin Small Area Plan - Final approval of the Small Area Plan. Four hours of regular meeting time allocated over two meetings for Council consideration.	Complete. Council adopted the Small Area Plan in March 2017.
24	Boulder County Affordable Housing Coordination	Update on Consortium of Cities activities on this topic and review Boulder County Regional Affordable Housing Plan	Complete. City participated in regional summit on affordable housing and adopted Resolution 58, Series 2017, supporting the Boulder County Regional Housing Strategy.
25	Implement new Impact Fees	Review of Impact Fee Liaison Committee recommendations for updated fees, report and Ordinance. 1 hour 1 st reading and discussion, 1 hour 2 nd reading and action. <i>May require a brief</i>	Complete. Council adopted the new impact fees by Ordinance 1737, Series 2017 in May 2017.

City Council 2017 Work Program
Description of Items

		<i>study session discussion 2/25?</i>	
26	Fiscal Model overview	Council asked for review of the fiscal model. Staff and the consultant will discuss the methodology, variables, assumptions, applications and recent results of the City's marginal and average cost fiscal models.	Pending. Several issues were identified with current version of model. City's fiscal model consultant began process of updating model to reset it to original settings and to update it with City's current budget format. This update has taken longer than expected due to complexity of City's new budget format. Staff anticipates presenting updated fiscal model in early 2018.
27	McCaslin Boulevard Design Guidelines	The McCaslin Small Area Plan calls for creating new design guidelines, including residential transition standards such as new height limits.	Pending. Staff requested this project be combined with broader update of City's industrial/commercial design guidelines. Council approved scope of service and contract with Russel Mills in late 2017 to begin design guideline update project. Project is expected to extend through end of 2018.
28	Creation of a Mobile Home Zone District	Council asked for review/consideration of Mobile Home Park Zoning regulations that would help preserve current use.	Pending. Council reviewed options to incentivize preservation of mobile home park as affordable housing strategy and directed staff to continue research on topic.
29	Review Marijuana Grow, Testing, Manufacturing, and Zoning/Locations, and tax structure	Council asked to schedule discussion on whether to consider changing the City's marijuana rules to allow for uses other than retail sales, and consider if the City wants to change the zoning rules for retail sales.	Pending. City Council will discuss in March 2018.
30	Sign Code Update	Staff will present proposed sign codes amendments needed to satisfy a recent Supreme Court ruling, as well as changes to update design requirements and processes to address current community and business interests.	Pending. Council approved contract with Russel Mills in late 2017 to begin code update in combination with industrial/commercial design

City Council 2017 Work Program
Description of Items

			guidelines update project. Project is expected to extend through end of 2018.
31	Update Old Town Subdivision Requirements (BOA variances associated with reviews)	Council asked to consider changes to process for hearing variances associated with subdivision requests involving large lots.	Complete. Council adopted Ordinance 1747, Series 2017 in November 2017, updating subdivision approval process to require that all zoning and subdivision waivers and variances be approved by Council following recommendation by Planning Commission.
32	Wireless Code Update	Staff requests Council consideration of zoning code amendments to comply with recent FCC rules, as well as changes that will facilitate implementation of new technology to improve wireless communications service in the City.	Pending. Planning staff held study session with Council and hired consultant to begin drafting code update in 2017. Draft will be finalized and public and industry input sought in early 2018 before being presented to Planning Commission and Council for adoption.
Economic Prosperity Program			
33	McCaslin Boulevard Urban Renewal	Based on the results of negotiations with Centennial Valley concerning a redevelopment agreement regarding the 550 South McCaslin Urban Renewal Area, staff will ask Council to discuss and provide direction.	Pending. The proposed King Soopers Marketplace redevelopment of 550 S McCaslin has been put on hold and the property owner has the property listed for lease or sale.
34	Downtown Parking System and Structure RFP	Staff wants Council review/approval of the Louisville Revitalization Commission's (LRC) Request For Proposals (RFP) for a parking consultant to evaluate the downtown parking system and feasibility of a structure. The scope of work will cover inventory and utilization of spaces; feasibility of a structure and/or other options for adding spaces, structure orientation and size options; residential parking zones/permits; effective	Pending. The LRC in their approved 2018 budget will conduct a parking structure conceptual design, rather than an analysis of parking utilization, management and recommendations.

City Council 2017 Work Program
Description of Items

		enforcement; managing all aspects of the system and funding options, including implementing paid parking. Once study results are available, staff wants Council to review recommendations and provide direction.	
35	Downtown Parking Fee-in-Lieu	Council asked for information and options for modifying the parking improvement fee in the downtown area.	Complete. New parking improvement fees were approved by City Council in May 2017.
36	Business Development Policy/Master Plan	Council requested consideration of revisions to the Business Assistance Program (BAP) to provide for, among other things, adjustments of incentives depending on vacancy rates and/or other factors affecting commercial, retail, and industrial properties.	Pending. The reformed Business Retention and Development (BRaD) Committee is working on an economic development strategy for Council to review and discuss in 2 nd quarter of 2018.
Administration and Support Services Program			
37	SB152 Ballot Language	Current Colorado (known as SB 152) prohibits local government from implementing municipal broadband networks without first securing voter approval. SB 42 was introduced during the current Legislative session to eliminate this requirement. If SB 42 is not enacted, Council has asked staff to prepare for Council consideration a ballot measure requesting voter approval for Louisville to implement a municipal broadband network.	Complete. Voters affirmed the City's right to provide high-speed internet services, telecommunications services and/or cable services, either directly or indirectly with public or private partners.
38	Open Government Training on QJ Procedure and Other Topics for City Council	The City Attorney will provide training on rules relating to quasi-judicial hearings and procedure, recusal process, and other topics.	Complete.
39	Enterprise Funds reporting	Finance and Utility Committee review of Enterprise Fund results	Ongoing.
40	2018 Budget	The City Charter requires an annual budget. To comply with the City Charter and still implement a biennial budget, staff has prepared a two-year (2017-2018) budget for Council consideration this year with the understanding that Council would formally adopt only the 2017 budget. Then next year (2017), Council will review the 2018 proposed budget included in this package, consider updated revenue estimates and expenditure projections, as well as any new proposals, and then provide staff direction on what changes Council wants to see in	Complete. Council adopted the 2018 budget.

**City Council 2017 Work Program
Description of Items**

		the 2018 proposal before formally adopting it as the 2018 Budget.	
41	Livable Wage Discussion	Several metro cities and at least one county have adopted a “livable” wage standard based on the minimum income necessary for an employee to meet basic needs including housing, clothing, food, etc. Staff will review what other cities and counties are doing on this issue and ask for Council direction.	Complete. Added City of Boulder to cities used for salary comparisons, which will increase Louisville’s wages incrementally toward the livable wage standard.
42	Sustainability Plan actions	Council adopted the Sustainability Action Plan on 11/15/2016 understanding Council would need to approve specific implementation strategies for target areas in follow-up plans. Staff will review options and recommendations and ask for Council direction.	Pending. Staff presented a draft 2-year work plan at Council study session in October 2017 and will bring back a revised work plan for a study session in early 2018.
43	LMC Title 2 review and update	Council requested staff prepare an ordinance proposing amendments to Title 2 of the LMC (Administration and Personnel) to remove outdated information (such as provisions pertaining to an elected city clerk and treasurer) and clarify current rules.	Pending. Final ordinance is expected to come to City Council for consideration in February 2018.
44	Salary survey for City Council and Mayor positions	Council asked for comparison of their monthly salary and benefits to comparable cities to determine if adjustments should be made	Complete. Adjustments were made to both City Council and Mayor monthly salaries.
45	Board and Commission applicant interview/appointment process and term limits	Council asked to review options/possible updates to the board and commission application and appointment process, including reconsideration of term limits.	Complete. Process updated for 2018 appointments. Staff will continue to make adjustments to the process as Council requests.
46	Set meeting rules and training for City Council and Boards and Commissions	Council requested consideration of Rules of Procedure for the City Council meeting process, as required by City Charter Sec 4-1.a and 4-10.b.	Pending. Council will consider ordinance in February 2018 for final approval.
47	Promoting strategic planning, teamwork, collaboration, innovation and effectiveness	The City is a complex multi-million dollar organization that must balance numerous competing demands for service, identify the highest priorities, and execute decisions in an inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient manner. That’s a tall order! Most businesses of similar size to the City and many municipalities engage in regular	Ongoing.

City Council 2017 Work Program
Description of Items

		strategic planning and team building efforts to assist them in developing and implementing their action plans. Staff will work with Council to refine the scope and schedule for this work.	
Related and/or Other Items for Consideration			
	Fence License for Hutchinson Corner Park	Request by Hutchinson Corner HOA for License to Construct Fence in ROW. Construction error resulted in issues with installation of gates on porch landing. HOA requests license agreement to move fence several feet into City ROW.	Complete. Authorization denied.
	Recreation Center Bonds	Ordinance authorizing \$28.6 million in General Obligation Bonds for Rec Center Improvements	Complete.
	OSAB Priorities for Boulder County Open Space Funding Consideration	Annually, Boulder County invites local municipalities to prioritize and submit a list of top priorities for Open Space acquisition in partnership with Boulder County Parks & Open Space. Approve or amend OSAB recommendation.	Complete.
	Body Camera Contract	Police Department is implementing Body-Cams in 2017 and anticipates a 3-5 year contract for the purchase and maintenance of equipment as well as data storage.	Complete. Police Department implemented body camera program in December 2017.
	Wayfinding Design Approval	Staff wants Council approval of final Wayfinding sign design (funded in 2016 budget) and Phase I (gateway & directional signs) implementation.	On hold. Budget was cut for minor redesign work/Phase I installation to cover unexpected Recreation/Senior Center Expansion costs. Project is on hold and not proposed for 2018 work plan.
	501c3 Policy for Affiliated Non-Profit Boards	The Council's Legal Committee is reviewing various options for addressing liability, use of City facilities and staff time, and other aspects of how non-profit boards that work collaboratively with the City's Advisory Boards and Commissions. Once the Legal Committee has completed its review and has recommendations, we will bring those to the full Council for consideration.	Complete. Council adopted new policy in September 2017 and boards affected by new policy are complying with new rules.
	Board/Commission Interview Time	Pending the outcome of Council's Board and Commission Appointment process and term limits discussion and direction in May and July, staff will coordinate the desired process.	Complete.
	Study Sessions with any of the Boards/Commissions	In past years, Council has met in study session with each of the non-quasi judicial Advisory Boards and Commissions. Council	Complete. Council determined to meet with advisory boards as

City Council 2017 Work Program
Description of Items

		members have questioned whether that is needed this year and staff would appreciate discussion/direction on this matter.	needed.
	PUDs/Development Projects yet to be submitted	Once the applicant has satisfied all submittal requirements and the proposal has been reviewed by the Planning Commission, where that is appropriate, staff will forward these to Council for consideration.	Complete.
	Consent Items	Each year staff processes numerous small/non-controversial issues by putting them on Council's consent agenda for consideration. For various reasons, Council sometimes removes these items from the consent agenda and discusses them during the regular meeting.	Complete.
	Unanticipated issues	Each year, numerous issues arise that could not have been reasonably foreseen that warrant Council consideration.	Complete.

Staff Recommended 2018 Work Plan
Description of Items

#	Program	Issue	Time Allotment (# Regular Meeting, Study Session and/or Committee)	Priority (High, Medium or Low)	1 st /2 nd /3 rd /4 th Quarter	Source (Policy, Budget or Plan)
1	Transportation	Transportation Master Plan – Development of Transportation Master Plan to help provide long-term strategy and investment opportunities for improving community’s transportation infrastructure while City makes immediate safety improvements to local and neighborhood roads.	3 regular meetings (2 hrs each) & 1 study session (2 hrs)	High	1 st /2 nd /3 rd /4 th quarter	Plan & budget
2	Transportation	Neighborhood Traffic Follow-Up	1 regular meeting & 1 study session	High	1 st quarter	Policy
3	Transportation	South Boulder Road Connectivity Update – Update on alternatives and approval/advance of alternatives.	1 regular meeting & 1 study session	Medium	2 nd /3 rd /4 th quarter	Policy & budget
4	Transportation	Paving Repair/Reconstruction – Infrastructure Management Services (IMS) City-wide survey to be completed in Fall 2018 for updated Pavement Condition Index (PCI) inventory and scores. Staff will review new surface treatments in other communities to continue to identify optimal treatments.	1 study session	Medium	4 th quarter	Policy & budget
5	Transportation	Colorado Technology Center (CTC) Transit Service – Staff is working with partners and CTC on a new bus route. Staff is also working with CTC on design for new signals at 104 th & Hwy 42 and 104 th & Dillon. Signals are targeted to be installed with CTC funds in 2018.	1 regular meeting	Medium	3 rd quarter	Policy
6	Utilities	Solid Waste Policy – Discuss solid waste policy topics and consider for	2 regular meetings & 1 study session	High	1 st /3 rd quarter	Budget & renewal

Staff Recommended 2018 Work Plan
Description of Items

		renewal/Request for Proposal.				
7	Utilities	2017/2018 Water, Sewer & Storm Rates – Discuss and adopt 2017/2018 water, sewer and storm rates (including future Windy Gap financing scenarios).	1 regular meeting & 1 study session	Medium	1 st /2 nd quarter	Budget
8	Public Safety & Justice	Completion of Colorado Association of Chiefs of Police (CACP) Accreditation – The accreditation process ensures that the Police Department is following contemporary law enforcement standards as adopted by the CA CP and County Sheriffs of Colorado. This process also includes updates to Department Policies and Procedures.	1 regular meeting	Medium	2 nd quarter	Plan
9	Parks	Walkway Maintenance/Management/Level of Service – Clarify responsibility for maintenance, management and level of service to provide on walkways and other public areas within subdivisions and rights-of-way and establish implementation strategy. Incorporate associated municipal codes for review and discussion.	1 regular meeting & 1 study session	Low	1st quarter	Policy
10	Open Space & Trails	Mayhoffer Management Plan – Establish management plan for newly acquired Mayhoffer property.	1 regular meeting	Medium	3 rd quarter	Policy
11	Open Space & Trails	Coyote Run – Review and direction on the Coyote Run landslide.	2 regular meetings	Medium	1 st quarter	Policy
12	Recreation	Recreation/Senior Center & Memory Square Expansion – Successful on-time and within current budget opening of facility and completion of strategic/operating plan that leverages off renovated/expanded physical facilities and meets needs of community.	4 regular meetings/city manager updates	High	1 st /2 nd /3 rd /4 th quarter	Budget
13	Recreation	Cost Recovery & Fee Structure for Recreation Center/Golf – Discuss cost recovery and fee	1 regular meeting & 1 study session	Medium	1 st /2 nd quarter	Policy & budget

Staff Recommended 2018 Work Plan
Description of Items

		structure for Recreation Center/Golf (also part of 2019-2020 budget process).				
14	Recreation	Senior Issues – Consider recommendations (i.e. citizen/Council task force) on how to address issues affecting seniors (affordable housing, transportation, recreation, cultural offerings and other services).	1 regular meeting & 1 study session	Medium	1 st /2 nd quarter	Policy
15	Cultural Services	Museum Visitor Center Polling & Funding Plan – Explore potential funding for Museum Visitor Center Conceptual Plan completed in 2017. Polling can occur in coordination with other potential tax proposals.	2 regular meetings & 1 study session	Medium	1 st /2 nd quarter	Budget
16	Community Design	Miners Cabins – Updates on miners cabins relocation, restoration and determination of final location.	2 regular meetings	Medium	2 nd /3 rd quarter	Budget
17	Community Design	Fiscal Model Overview – Review current model assumptions, purpose and role in development review.	1 regular meeting	Medium	1 st quarter	Budget
18	Community Design	Commercial & Industrial Development Design Standards/Sign Code Update – Improve ability of existing businesses and property owners to be successful by implementing “common sense” changes to City’s commercial and industrial design guidelines including updating City’s sign code.	3 regular meetings (2 hrs each) & 1 study session (2 hrs)	Medium	1 st /2 nd /3 rd /4 th quarter	Plan & budget
19	Community Design	Wireless Code – Complete update process to promote new wireless and comply with current state and federal requirements.	1 regular meeting	Medium	1 st quarter	Meet legal requirements & budget
20	Community Design	Marijuana Restrictions/Tax – Review marijuana grow, testing, manufacturing restrictions & tax structure (continued from 2017 work plan)	2 regular meetings	Medium	1 st quarter	Policy
21	Community Design	Review Building Permit Fees – Conduct review and hold discussion on permit fee	1 regular meeting	Medium	3 rd quarter	Policy

Staff Recommended 2018 Work Plan
Description of Items

		structure to verify amounts collected match costs to run program.				
22	Community Design	Historic Preservation Funding – Review Historic Preservation Funding Grant Program.	1 regular meeting & 1 study session	Medium	2 nd /3 rd quarter	Plan & Historic Preservation Fund (HPF) extension
23	Community Design	RE Zoning – Lot Coverage – Amend RE zoning to address extensive non-conformity issue in this zone district.	2 regular meetings	Low	4 th quarter	Policy
24	Community Design	O Zoning – No standards currently exist for this district but two properties have this zoning. The City should either create standards or rezone to a category with existing standards.	1 regular meeting	Low	3 rd quarter	Policy
25	Community Design	Explore adoption of Sketch Plan Process – May review PUD Process (purpose of final vs. preliminary PUDs and how that may relate to a Sketch Plan review process).	2 regular meetings & 1 study session	Low	1 st quarter	Policy
26	Community Design	Mobile Home Transfer of Development Rights Program – Consider adopting transfer of development rights program to preserve affordable housing at mobile home park.	2 regular meetings & 1 study session	Low	3 rd /4 th quarter	Policy
27	Community Design	Rewrite PUD Review and Waiver Criteria – Consolidate and update criteria.	2 regular meetings & 1 study session	Low	3 rd quarter	Policy
28	Community Design	Height Calculations – Amend height calculation requirements. Current regulations are difficult to interpret and enforce.	2 regular meetings	Low	3 rd quarter	Policy
29	Economic Prosperity	Economic Development – Explore City’s current efforts, goals/timeline, strategies to achieve goals (proactive, incentive package, primary employers, retail, labor pool, housing, retention or marketing), stakeholders involved and budget	1 regular meeting & 1 study session	High	2 nd quarter	Policy

Staff Recommended 2018 Work Plan
Description of Items

		implications.				
30	Economic Prosperity	550 S McCaslin Redevelopment Discussion – Discuss future of property and interest in maintaining as commercial. Develop revised land use strategy for vacant Sam’s Club facility and surrounding properties which recognizes market realities and need for economic sustainability of community.	2 regular meetings	High	2 nd quarter	Policy
31	Economic Prosperity	Phillips 66/Storagetek Discussion on Interested Uses – Discuss future of property and interest in maintaining as commercial.	2 regular meetings	Medium	2 nd quarter	Policy
32	Economic Prosperity	Downtown Business Improvement District Mill Levy Election – Discuss City’s interest in seeking an election for the downtown Business Improvement District mill levy.	1 regular meeting & 1 study session	Medium	2 nd quarter	Policy
33	Economic Prosperity	Downtown Parking – Discuss and receive direction on Louisville Revitalization Commission parking analysis and future actions to address downtown parking.	1 regular meeting & 1 study session	Low	3 rd quarter	Policy
34	Administration & Support Services	Strategic Plan – Develop mission and vision for the City and create multi-year strategic plan that reflects City Council’s goals and aligns budget priorities and organizational and department goals to the adopted plan.	2 regular meetings & 1 study session	High	1 st /4 th quarter	Policy
35	Administration & Support Services	2019-2020 Biennial Operating & Capital Budget – Improving City’s program budgeting and financial planning processes leading to the adoption to the adoption of the Fiscal Year 2019-2020 biennial budget consistent with City’s strategic priorities.	4 regular meetings (includes 1 budget retreat) & 3 study sessions (which may be special meetings)	High	1 st /2 nd /3 rd /4 th quarter	Policy (required by Charter and State Statutes)
36	Administration & Support Services	Communications/Social Media – Develop updated strategies for community engagement and outreach utilizing evolving social media/technology and other	1 study session	High	2 nd quarter	Policy

Staff Recommended 2018 Work Plan
Description of Items

		engagement tools.				
37	Administration & Support Services	2-Year Sustainability Work Plan – Implement 2-Year Work Plan for Sustainability Action Plan.	1 regular meeting & 1 study session	Medium	1 st quarter	Plan
38	Administration & Support Services	Affordable Housing – Explore community support for and feasibility (low density/low height, short term rental restrictions/accessory dwelling unit allowances).	1 study session	Medium	2 nd or 3 rd quarter	Policy
39	Administration & Support Services	5-Year Staffing Plan – Assess and plan City's staffing over next 5 years.	1 regular meeting & 1 study session	Medium	2 nd or 3 rd quarter	Budget
40	Administration & Support Services	Biennial Ethics Training – The City Attorney will provide biennial ethics training as required by the Charter.	1 study session	Medium	1 st quarter	Required by Charter
41	Administration & Support Services	Board & Commission Interviews/Appointments – City Council will conduct interviews for Boards & Commissions and determine appointments.	1 special meeting (replacing study session)	Medium	4 th quarter	Policy & Code requirement
42	Administration & Support Services	TABOR Excess Refund from Recreation Expansion Sales/Use Tax – Consideration of refund or ballot question in 2018/19 for sales/use tax revenues in excess of estimate contained in 2016 Ballot Issue 2B, for operations/maintenance for recreation facilities expansion.	2 regular meetings	Low	2 nd quarter	Policy & budget
43	Administration & Support Services	Broadband Feasibility/Needs Assessment Study - Conduct broadband feasibility/needs assessment study to explore broadband network and review results of study.	2 regular meetings	Low	1 st /4 th quarter	Budget
	Other	PUDs/Developments Projects to be Submitted – Once an applicant has satisfied all submittal requirements and a proposal has been reviewed by the Planning Commission, staff will present these to City Council for	As needed	Varies	As needed	Varies

Staff Recommended 2018 Work Plan
Description of Items

		consideration.				
	Other	Consent Items – Staff processes numerous small/non-controversial issues by putting them on Council’s consent agenda for consideration. Council sometimes removes these items from the consent agenda and discusses them during the regular meeting.	As needed	Varies	As needed	Varies
	Other	Municipal Code Updates – Staff drafts and presents a number of updates for the Municipal Code as part of the City’s ongoing efficiency efforts (see below).	See below	See below	See below	See below
		Open Space/Parks Enforcement – Revisions related to enforcement on open space and parks.	1 regular meeting & 1 study session	Medium	2 nd quarter	Policy
		Bee Ordinance – Update to allow in non-residential zone districts.	1 regular meeting	Medium	1 st quarter	Plan
		Alarm Ordinance – Explore alarm program that allows officers to respond only to necessary alarms after verification.	1 regular meeting & 1 study session	Medium	3 rd quarter	Plan
		2018 Building Codes – Adopt 2018 Building Codes with amendments. City policy has been to adopt every other three-year cycle. Currently under 2012 and skipped 2015 codes.	1 regular meeting	Medium	3 rd quarter	Policy
		Public Art Policy – Adopt public art policy for art donations/placement.	1 regular meeting	Medium	1 st quarter	Plan
	Other	Unanticipated Issues - Each year numerous issues arise that could not have been reasonably foreseen that require Council consideration.	As needed	Varies	As needed	Varies

City Council 2018 Work Plan

Item #		Time Allotment (Regular Meeting, Study Session and/or Committee)			Quarter			
		RM	SS	Com	1	2	3	4
	Program/Issue							
	Transportation							
1	South Boulder Road Connectivity Update	1	1			x	x	
2	Transportation Master Plan	6	2		x	x	x	x
3	Neighborhood Traffic Safety Follow-Up	1	1		x			
4	Paving Repair/Reconstruction		1					x
5	Colorado Technolog Center Transit Service	1					x	
	Utilities							
6	Solid Waste Policy/Renewal/Request for Proposals	2	1		x		x	
7	2017/2018 Water, Sewer & Storm Rates	1	1		x	x		
	Public Safety and Justice							
8	Colorado Association of Chiefs of Police Accreditation	1				x		
	Parks							
9	Walkway Maintenance, Management & Level of Service	1	1		x			
	Open Space and Trails							
10	Mayhoffer Management Plan	1	1				x	
11	Review & direction on Coyote Run Landslide	2			x			
	Recreation							
12	Recreation/Senior Center & Memory Square Expansion	4			x	x	x	x
13	Cost Recovery & Fee Structure for Recreation/Golf	1	1		x	x		
14	Senior Issues/Advocacy Group	1	1		x	x		
	Cultural Services							
15	Museum Visitor Center Polling & Funding Plan	2	1		x	x		
	Community Design							
16	Miners Cabins Relocation, Restoration & Final Location	2				x	x	
17	Fiscal Model Overview	1			x			
18	Commercial & Industrial Development Design Standards/Sign Code Update	6	2		x	x	x	x
19	Wireless Code Update	1			x			
20	Marijuana Restrictions/Tax	2	1		x			
21	Review Building Permit Fees	1					x	
22	Amend RE Zoning to Address Non-Conformity Issue	2						x
23	Create O Zoning Standards or Rezone	1					x	
24	Historic Preservation Funding Review	1	1			x	x	
25	Sketch Plan Process	2	1		x			
26	Mobile Home Transfer of Development Rights Program	2	1				x	x
27	Rewrite Planned Unit Development Review & Waiver Criteria	2	1				x	
28	Amend Height Calculation Requirements	2					x	
	Economic Prosperity							
29	Economic Development Program Review	1	1			x		
30	550 S McCaslin Redevelopment Discussion	2				x		
31	Phillips 66/Storagetek Discussion on Interested Uses	2				x		
32	Downtown Business Improvement District Mill Levy Election	1	1			x		
33	Downtown Parking Analysis Review	1	1				x	
	Administration and Support Services							
34	Develop City Strategic Plan	2	1		x			x
35	2019-2020 Bienniel Operating & Capital Budget	4	3		x	x	x	x
36	Communications/Social Media Review		1			x		
37	TABOR Refund for Recreation Expansion Sales/use Tax	2				x		
38	2-Year Sustainability Work Plan	1	1		x			
39	Affordable Housing Support & Feasibility Review		1				x	
40	5-Year Staffing Plan Review	1	1				x	
41	Biennial Ethics Training		1		x			
42	Board & Commission Interviews/Appointments	1						x
43	Broadband Feasibility/Needs Assessment Study	2			x			x
	Total Time Committed	70	31					
	Total Time Available (RM=2x3x12, SS=2x2x12)	72	48					
	Time Remaining For Contingencies	2	17					